

## QTM Program

Being competitive in today's global marketplace will take much more than the delivery of a quality product... on time... on budget... We must develop and create a quality work environment that will transform the human experience in the work place to that of joy, enthusiasm, pride of ownership, partnership, teamwork, and the endless quest for excellence. QTM, Quality Team Management, is a system that not only helps in mastering the process of creation and delivery of product and/or service, it adds the nurturing of human values as the key component to the success of this vision.

**QTM, Quality Team Management**, improves the quality of people's lives through their work.

- **Quality** programs increase market share, increase profit, and decrease costs while educating the worker and improving the quality of the work experience for all.
- **Team** building improves productivity and competitiveness while improving the quality of the work experience through healthy competition, acknowledgement, and fun.
- Improving the planning and management skills adds to the bottom line through efficiency. Thirty year studies reveal a 15 to 25% savings on all resources used by projects that are well planned and managed. Those resources are materials, money, time, and the various human energies used to complete any task.
- **QTM** changes attitudes about the process of work. We believe that QTM can help American business in becoming more effective in the global marketplace.

**QTM** is a unique system and philosophy of business management that synergetically integrates individually sound and proven management technologies into a new and exciting business management system. These components are:

1. Statistical Quality Control procedures and methodology developed by Dr. W. Edwards Deming and used by Japanese industry since the end of World War II. The Deming Quality Award is the most prestigious industrial award in the world.
2. The accumulated technology of team building including the process of human values fulfillment and the science of linguistics.
3. Planning & Management systems, PERT - Planning Evaluation & Review Technique, developed by the Navy and Lockheed Aircraft in the late 1950s for the Polaris Missile program and used by NASA today.

Each of these components on their own produce outstanding results for their users. Used in concert, including consideration of the intended product, process, and personal values, these components add to each other such that the final product is much more than the sum of the parts.

Following is a brief description of the **QTM** program followed by a description of the individual components of **QTM, Quality Team Management**.

## I. The components of QTM - Quality Team Management

### A. Quality - The components of a quality program

#### 1. Operational Definitions

People work together better when they can speak the same language.

Language is one of the doors to intellectual experience and distinctions. Different words mean different things to different people. “Picnic” to one person is “Wine, good food, sunshine, and thou” while to someone else “Picnic” means rain, mud, and poison ivy. The internal representations that a person has for a word depends upon the personal experiences associated with that word.

Most environments, including businesses and industries, have a “short hand” language for common concepts, products, and procedures as well as a number of common words and phrases that are used in the process of communication within that environment. In most business organizations that have not formulated and published a set of *operational definitions* for their commonly used words and phrases, there exists as many different definitions as there are people.

Creating the list of common words and phrases used in the target environment is the first step. The best process for creating this list is creating process charts for the functions of the various divisions, departments, and/or products of the business. (Process charts will be discussed later in this outline)

After the words and phrases are listed and definitions created, we ask the following questions:

1. What is the criteria to be applied?
2. How will the criteria be satisfied?
3. How will we interpret the results of the test?
4. Are all the terms in the operational definitions clearly defined?

Example:

Waste:

(Operational definition from Toyota)

— Anything other than the minimum amount of equipment, materials, parts, space, and worker's time which are absolutely essential to add value to the product.

*If it doesn't add value, it's waste.*

Toyota's Seven Areas of Waste

1. Waste from over production.
2. Waste from waiting time.
3. Transportation waste.
4. Processing waste.
5. Inventory waste.
6. Waste of motion.
7. Waste from product defects.
8. Waste of under-utilization of people skills and capabilities

(Note: not on Toyota's list; however it is implicit in their management actions.)

The basic method to improve a system is to work co-operatively on:

1. how to measure each process
2. how to reduce variation and/or time (simplify, combine, or eliminate).

In 1988, Toyota's employee "suggestion program" generated over a million suggestions on how to remove waste. Over 90% of these suggestions were adopted.

Creating operational definitions is the first step in classical Demming quality control process.

## 2. Process Charting

Process Charting can be thought of as map making.

If we want to get from one place to another, either we know the way or we have to find out how to get there. There are four basic ways we will do this:

- We can ask directions from someone who knows and try to remember what s/he said.
- We can ask directions from someone who knows and write the directions (job description).
- We can ask directions from someone who knows and draw a map.
- We can look at a professionally made map or have one drawn.

Another example of process charting is blueprints for building. How might a house look if instead of blueprints the contractor was given a written description of what the house was to look like?

A process chart (PERT chart or flow chart) is created by finding out what the destination (goal) is, finding out what all of the check points (milestone events) are along the way, how much time and fuel (resources) will be used between the designated checkpoints, and who will be the driver from point to point (responsibilities). Anyone who has seen John Madden draw his X's & O's on the screen during a football game has seen a process chart.

Creating a chart diagram of a business process makes it clear to all exactly what that process is. The process of creating the chart diagram is where and when most of the key words to be used in the operational definitions will surface. The process chart is the skeleton upon which the management of the process can be placed.

## 3. Quality Attributes

The quality attributes of a product, process, or a project are the defined elements from which quality measurements can be taken. The QTM system looks for quality attributes in three areas:

### 1. Product

Quality attributes of product are the physically measurable criteria (size, diameter, thickness, etc.) that must be present for the item to be accepted. This is the traditional use of statistical quality control process found in manufacturing and related industries.

### 2. Process

Quality attributes of process are the criteria defined and established by the people involved in the process of completing any task (on time, ease of communication, efficient, etc.) Process attributes are more interpretational, deal with the quality of the "feel" of the process, and is more appropriate in the service industries.

### 3. Values

Applying Deming statistical quality control methodology to the measurement of human values fulfillment on the job forms a foundation for the QTM system into which most people easily enroll. Systematic and regular attention to the values of the people involved in the process or product being monitored is one of the elements that gives QTM its unique position as a management system. It is this element that provides the personal depth that is absent in most business management available today.

## B. **Team** - The technology of team building

The word team is used often in the world of business as an important element yet there is little formal training available in most business educational process. QTM team building starts with some of the basics that we find get left out of most business team building:

1. For someone to want to be on a team, there has to be a game that the potential team member wants to play.
2. There must be some form of “superbowl” that the team members want to “win” if the team is to go beyond the norm.
3. There must be planned and budgeted team events for review and evaluation as well as celebration and acknowledgement if team momentum is to be built and maintained.
4. The personal values of the individual team members are known, acknowledged, and respected by all team members.

To these basics, we add team building “instruments” and psychological and linguistic technology from leading institutions and established leaders in their respective fields.

### 1. **QTM Values Inventory**

“When our values are clear, our choices are easy.”

The **QTM** values inventory is an instrument to measure the existing business conditions for values fulfillment. The frequency of samplings is dependent upon the specific situation to which the process is applied.

Following are the basic activities in the **QTM Values Inventory**:

1. Group or individual values inventory w/ current perception of company - 10 highest priorities
  - a. count
  - b. averages etc.
2. Individual values inventory form to be filled out each cycle. Brief explanation for each entry. Detailed explanation for extreme ratings.
3. Quality control charts.

Benefits:

- Knowledge of individual
- Composite perception of company
- Compare to culture statements of company
- Composite of existing values resident in company
- Attributes for control measurements
- Enhanced performance of people

- a) Common values associated with Personal Identity
  - (1) reputation
  - (2) self-respect
  - (3) success
  - (4) integrity
  - (5) children's respect
  - (6) honesty
  - (7) creativity
  - (8) conventionality
  - (9) originality
  - (10) physical fitness
  - (11) personal honor
  - (12) character
  - (13) youth
  - (14) professional
  - (15) generosity
- b) Common values associated with Connectedness
  - (1) love
  - (2) children's respect
  - (3) family name
  - (4) honor
  - (5) religion
  - (6) attractiveness
  - (7) intelligence
  - (8) admiration of others
  - (9) unselfishness
  - (10) obedience
  - (11) family honor
  - (12) friendship
  - (13) ability to nurture
  - (14) sex
  - (15) ethics

- c) Common values associated with Potency
- (1) success
  - (2) ability to outsmart
  - (3) creativity
  - (4) money
  - (5) power
  - (6) status
  - (7) talent
  - (8) intelligence
  - (9) independence
  - (10) ambition
  - (11) choice
  - (12) stubbornness
  - (13) revenge
  - (14) acquisitiveness
  - (15) uniqueness
- d) As an example, the following are the “potent” values for the founder of The Pacific Planning Institute.
- (1) Respect for value of time
  - (2) All people doing their best
  - (3) Integrity
  - (4) Certainty (Value of plan when 2 or more are involved)
  - (5) Keeping one’s word (Trust)(Delivery)
  - (6) Communication
  - (7) Empathy
  - (8) Self Respect
  - (9) Congruence
  - (10) Commitment

### C. **Management** - Strategic and operational planning and management

QTM planning and management systems are based upon classical PERT (Project Evaluation & Review Technique) technology developed in the late 1950's by the Navy and Lockheed Aircraft for the Polaris missile program. The QTM planning system adds modern linguistic communication technology and current personal computer programs to classical PERT methods. The result is a planning and management system that is easy to implement and appropriate for most current circumstances.

In this age of technology and service, it's a fact that there are less than 100 professional operational planning firms listed in all the Yellow Pages in the United States. There is a growing trend towards planning awareness marked by growing numbers of articles in business publications and new computer planning software. But purchasing planning software does not make one a planner any more that buying a piano makes one a piano player. Planning is a science that requires study, training, and practice.

In a recent study designed to determine the most important management needs facing private companies, 550 executives responded that when they do turn to outside professional groups, an accountant is the primary business advisor. Next are bankers and attorneys.

But for state-of-the-art planning, one of the most important aspects of business, they don't look outside! In the rare cases when they do look to outside help, they look to an accountant. An accountant is usually – an accountant – not a planner!

Unlike computer software, QTM planning starts by literally creating the final moment of success -- the project's completion. Then through modern linguistic technology, we recreate exactly what it took to get there.

Unlike software, it's more like soft sell to your management team and/or employees. Everyone is involved before we introduce our unique computer generated models -- the "blueprints" of how to "build" your project per plan, on time, and within budget.

Strategic Thinking & Planning:

This is the "Big Picture".

Here we determine the course of action - the strategy - for you to arrive where you want arrive in any given period of time. What do you want your company to BE? What is its position relative to others? Etc.

OPERATIONAL Project Planning:

Operational Planning is the next step, the "nitty-gritty" of the process.

It's the "what do we want", "what do we need", "how will we get it", "who will be responsible", "how much will it cost", "how much time will it take" of the project.

We call this part the "glue" of the project. Without trained assistance and more importantly, an "outside" objective point of view, it is the part of planning that is most commonly treated lightly or just plain left out. When this process is completed, the project is completed in the mind's eye -- not just the final goal, but the process of the whole project. The only thing left to do is the work. And you know exactly where to start.

QTM Project Planning & Management features new information-gathering technology with several definite advantages:

- The project team comes together on a plan that is, by group consensus, realistic and attainable.
- Task responsibilities are assigned, accepted, and agreed to. Everyone is certain of their part.
- Everything is "on the table".
- The project plan is visualized and then presented in a clear, systematic form that everyone can understand and follow.
- The plan provides a framework for "if-then" scenarios to evaluate alternative courses of action.
- Quality information and information systems makes the job of management easier. Better management leads to more efficient projects which leads to more profit. In business, good planning results in more profit. "Failing to plan is planning to fail..."

## II. Generic QTM Program

### A. Groundwork

1. Commitment to QTM program
  - a) Determination of "flag ship" (Phase 0) arena for QTM implementation
  - b) Inventory of desired changes (generic)
  - c) Establish performance criteria
  - d) Development of specific staged QTM implementation program & proposal
  - e) Contract
2. Develop/up date/restate company purpose/mission statement
3. Company values inventory
4. Assignment of "flagship" (Kaizen "Phase 0") project or company department for QTM integration
5. Announcement to company/department of commitment to QTM program
6. Company/department Introduction
  - a) Introduction/enrollment of company/department key persons
  - b) Company/department workshop(s) to introduce QTM

### B. QTM department implementation

1. Project/department process flowchart
  - a) Assignment/development of project/department team & team leaders
  - b) Team/team leader workshop(s)/training(s) - QTM process
  - c) Development of project/department process flowchart(s)
  - d) Development of project/process operational definitions
2. Project/department Quality/Team attributes development
  - a) Development of project/department process quality attributes
  - b) Development of project/department team building requirements
  - c) Team member values inventory
  - d) Monitoring Systems



### C. Ongoing QTM program

Real-time experience is the only real teacher of operational systems. The ongoing QTM program allows for the monitored tracking of the various project flow charts that are implemented as the program grows. This gives the assigned team leaders and project managers the opportunity to have expert advice to guide them while learning the systems. The ongoing program also creates the “frequency of interaction” that is necessary to obtain cooperation with the various people that will interface with the QTM systems.

#### 1. Monitor/update project(s)/department(s) QTM process flow chart(s)

Process charts become antiquated and diminish in value if they are not used as current project tools. Periodical updating keeps the value of the plan alive and the project on track.

#### 2. Ongoing educational program

The Deming Management Method has as one of its foundations continual education of all people in the company. The more knowledge that is invested in a company’s people, the better educated those people are and the better the company becomes.

On-the-job training is listed by Dr. Deming as one of the seven deadly diseases of business. A policy of on-the-job training creates a continual dilution of formal job requirements towards the last person’s interpretations of that job. Formal job training and formal job related education is the solution to the problem.

The QTM ongoing educational series arranges for and/or conducts the appropriate educational programs necessary to meet the needs of the organization.

##### a) Quality

Quality control systems and charts work best when used by the people doing the work. Therefore continuing education in the area of quality control is one of the subjects of ongoing education.

The quality educational series includes:

- Shewhart/Deming control charting
- The languaging of quality attributes
- A study of the importance of human values in the workplace and their measurement.

##### b) Team

Team/Teamwork.

What is it? How is it defined? How can it be measured? How can it be created?  
What breaks it down?

In the teamwork portion of QTM ongoing education, we look at the components of cooperation, the integration of individual and group values, the study of synergy, and the dynamics of the element of fun in the workplace. People are introduced to many sources of formal teambuilding exercises and measurement devices.

The QTM Values Inventory takes place in this series.

c) Management

“The Essence of Planning” teaches the components of planning:

- Milestone Events
- Activities
- Resource loading and leveling
- Timelines
- Responsibilities
- Project cash flow
- Management linguistics
- Flowcharting
- PERT charts
- Leadership

3. Ongoing team building exercises & activities

There are three components to ongoing cooperation and team momentum:

1. Brightness of the future - the vision or goal
2. Frequency of interaction - getting together as often as possible or appropriate
3. Realistic consequence - the not-so-bright consequence of failing to work well together

The ongoing team building exercises & activities satisfies the conditions for cooperation while providing the participants with a wealth of new instruments and information about team building and leadership.

D. Benefits

1. Quality

Quality programs increase market share, increase profit, and decrease costs while educating the worker and improving the quality of the work experience for all.

2. Team

Team building improves productivity and competitiveness while improving the quality of the work experience through healthy competition, acknowledgement, and fun.

3. Management

Improving the planning and management skills adds to the bottom line through efficiency. Thirty year studies reveal a 15 to 25% savings on all resources used by projects that are well planned and managed. Those resources are materials, money, time, and the various human energies used to complete any task.

### III. BBI QTM Program

For each division or department of the company chosen to participate in the program, (including and not limited to Marketing, Project Management, Design Services, Financial Services) the following sequence of activities would be necessary:

For each division or department, the initial implementation process will require one working week. Each of the three workshops will require a full day (or three half-days) for a maximum of 20 people at an off job site location. The workshops, one every two to three weeks, along with the monitoring and updating of department flow charts, and the private consultations with department heads will require another working week. Ongoing teambuilding exercises would be optional.

Each department, then, will require four working weeks. We suggest that the four working weeks be spread over a twelve week period so that there is ample time for integration of information and obtaining enough samples from process to begin informative control charting. We can start each department two to three weeks after the first so that a rolling schedule will be established for maximum time and resource utilization.

#### A. QTM department implementation

The department flowchart(s) and related information would be used for the workshops for each department so that the information in the workshops would be specific to and relatable for the participants.

The process will take 3 to 4 half-day meetings with the principles and participants of each department.

1. Project/department process flowchart
  - a) Assignment/development of project/department team & team leaders
  - b) Team/team leader workshop(s)/training(s) - QTM process
  - c) Development of project/department process flowchart(s)
  - d) Development of project/process operational definitions
2. Project/department Quality/Team attributes development
  - a) Development of project/department process quality attributes
  - b) Development of project/department team building requirements
  - c) Team member values inventory
  - d) Monitoring Systems

## B. Ongoing QTM program

Real-time experience is the only real teacher of operational systems. The ongoing QTM program allows for the monitored tracking of the various project flow charts that are implemented as the program grows. This gives the assigned team leaders and project managers the opportunity to have expert advice to guide them while learning the systems. The ongoing program also creates the “frequency of interaction” that is necessary to obtain cooperation with the various people that will interface with the QTM systems.

### 1. Monitor/update project(s)/department(s) QTM process flow chart(s)

Process charts become antiquated and diminish in value if they are not used as current project tools. Periodical updating keeps the value of the plan alive and the project on track.

### 2. Ongoing educational program

The Deming Management Method has as one of its foundations continual education of all people in the company. The more knowledge that is invested in a company’s people, the better educated those people are and the better the company becomes.

On-the-job training is listed by Dr. Deming as one of the seven deadly diseases of business. A policy of on-the-job training creates a continual dilution of formal job requirements towards the last person’s interpretations of that job. Formal job training and formal job related education is the solution to the problem.

The QTM ongoing educational series arranges for and/or conducts the appropriate educational programs necessary to meet the needs of the organization.

#### a) Quality

Quality control systems and charts work best when used by the people doing the work. Therefore continuing education in the area of quality control is one of the subjects of ongoing education.

The quality educational series includes:

- Shewhart/Deming control charting
- The languaging of quality attributes
- A study of the importance of human values in the workplace and their measurement.

#### b) Team

Team/Teamwork.

What is it? How is it defined? How can it be measured? How can it be created?  
What breaks it down?

In the teamwork portion of QTM ongoing education, we look at the components of cooperation, the integration of individual and group values, the study of synergy, and the dynamics of the element of fun in the workplace. People are introduced to many sources of formal teambuilding exercises and measurement devices.

The QTM Values Inventory takes place in this series.

c) Management

“The Essence of Planning” teaches the components of planning:

- Milestone Events
- Activities
- Resource loading and leveling
- Timelines
- Responsibilities
- Project cash flow
- Management linguistics
- Flowcharting
- PERT charts
- Leadership

3. Ongoing team building exercises & activities

There are three components to ongoing cooperation and team momentum:

1. Brightness of the future - the vision or goal
2. Frequency of interaction - getting together as often as possible or appropriate
3. Realistic consequence - the not-so-bright consequence of failing to work well together

The ongoing team building exercises & activities satisfies the conditions for cooperation while providing the participants with a wealth of new instruments and information about team building and leadership.